

# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-1 CJCSI 1301.01C DISTRIBUTION: A, B, C, J, S 1 January 2004

#### INDIVIDUAL AUGMENTATION PROCEDURES

References: See Enclosure F

## 1. <u>Purpose</u>

- a. This instruction provides guidance for assigning individual augmentation (IA), to meet the combatant commanders' (CC) and other government agencies temporary duty requirements supporting the President of the United States or the Secretary of Defense directed or approved operations. It defines a process and is intended for use in conjunction with the doctrinal guidance found in Joint Publications 0-2, 1-02, 1-0, 3-0, and 5-0 (references b-f). The goals of this process are to:
- (1) Ensure IA positions are consistent with strategic policy. Prioritize IA positions to support the strategic policies.
- (2) Provide the best-qualified, available Service member or Department of Defense civilian to the supported CC in a timely manner.
  - (3) Ensure the accountability of individuals filling IA positions.
- b. These operations may require IA positions to support permanent organizations, temporary organizations, and United Nations (UN) or multinational (MN) mission requirements. To accomplish these goals, the supported CCs must anticipate potential IA positions and provide a validated Joint Manning Document (JMD) in a timely fashion to the CC Service component and the Joint Staff (JS) for review and tasking. The positions must be sourced promptly to ensure personnel arrive at their temporary duty location on time, as requested by the supported CC. Staffing delays or Service unique procedures must not keep a supported CC's operational positions from being filled.

- 2. <u>Cancellation</u>. CJCSI 1301.01B, 1 July 2001, "Policies And Procedures To Assign Individuals To Meet Combatant Command Mission-Related Temporary Duty Requirements", is canceled.
- 3. <u>Applicability</u>. CJCSI 1301.01C applies to the Joint Chiefs of Staff, Services, combatant commands, combatant command joint activities, and DOD agencies.
- 4. <u>Policy</u>. Title 10, USC, gives CCs authority to organize and employ forces necessary to accomplish the command's missions (reference a). This instruction establishes procedures to assign individuals to meet CC mission-related temporary duty positions as defined in reference c. This instruction will not be used as a policy to fill permanent manning shortfalls or joint training or exercise positions. Filling permanent manpower and training (including scheduled exercise) billets is covered by CJCSI 1600.01 series and other CJCS publications.

#### 5. Definitions

- a. <u>Individual Augmentation/Augmentee</u> An IA is an unfunded temporary duty position (or member filling an unfunded temporary duty position) identified on a JMD by a supported CC to augment staff operations during contingencies. This includes positions at permanent organizations required to satisfy a "heightened" mission in direct support of contingency operations. Either Active or Reserve Component personnel can fill IA positions. Individual mobilization augmentee (IMA) reservist filling, or activated to, their IMA billet is not considered an IA.
- b. <u>Individual Mobilization Augmentee</u> An individual reservist assigned to an active component organization billet on the joint table of mobilization distribution (JTMD). The reservist attends drills and receives training to support the organization in the event mobilization is required.
- c. <u>Joint Manning Document</u> A manning document of unfunded temporary duty positions constructed for or by a supported CC that identifies the specific IA positions to support an organization during contingency operations. JMD's for permanent activities with a joint table of distribution (JTD) or JTMD should only identify IA positions for temporary military or DOD personnel. JMD's for activities without a JTD or JTMD (e.g., some JTF's) should identify all positions required for that activity to support the mission. Positions should be identified as unit fill, coalition fill, civilian/contractor fill, or IA fill on the JMD.

- d. <u>Joint Table of Distribution</u> A manpower document which identifies the permanent party positions and enumerates the spaces that have been approved and funded for each organizational element of a joint activity for a specific year, and those spaces which have been accepted for planning over the four subsequent fiscal years.
- e. <u>Joint Table of Mobilization Distribution</u> A manpower document which identifies the reserve positions for mobilization and enumerates the spaces that have been approved and funded for each organizational element of a joint activity for the a specific fiscal year.
- 6. Responsibilities. The JCS, CCs, Services, and applicable Defense agencies shall carry out the requirements of this instruction. The supported CC J-1's, responsibility is to track individuals filling IA positions in accordance with this instruction. The JS, J-1, will ensure IA management conforms to the procedures and policies outlined in this instruction. The JS will establish national military priorities and will establish guidance and direct priority of filling IA positions to support national military priorities. The JS will validate multinational requirements. Additionally, the JS, J1, will review all CJCS plans/orders to ensure IA taskings conform to the procedures and policies outlined in this instruction.

## 7. <u>Summary of Changes</u>

- a. The most significant change to the instruction is to the IA Process. The validated requirements are now sent from the supported CC to the Chairman of the Joint Chiefs of Staff for review, and to the Secretary of Defense (if required).
  - b. The format for reporting and tracking of IAs has been updated.
- 8. <u>Releasability</u>. This instruction is approved for public release; distribution is unlimited. DOD Components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--http://www.dtic.mil/cjcs\_directives. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

MICHAEL D. MAPLES Major General, USA Vice Director, Joint Staff

## **Enclosures:**

- A -- Individual Augmentation Sourcing Procedures
- **B** -- Individual Augmentation Process
- **C** -- Joint Manning Document Format
- D -- Essential Tasking Information
- **E** -- Monthly IA Reporting Format
- F -- References

## DISTRIBUTION

Distribution A, B, C, and J plus the following:

	<u>Copies</u>		
Office of the Secretary of Defense (OASD(RA))	5		
Office of the Secretary of Defense (DUSD(MPP))			

#### **ENCLOSURE A**

#### INDIVIDUAL AUGMENTATION SOURCING PROCEDURES

- 1. <u>Individual Augmentation</u>. Individual Augmentation enables CCs to augment existing units and organizations with temporary personnel resources to enable them to effectively perform Joint missions assigned. Outlined below is the process for requesting, managing and accounting for IAs.
- a. <u>Initial Tasking (New IA Positions)</u>. The President or Secretary of Defense assigns missions to a CC (designated the supported CC) and identifies the supporting CC's, Services and agencies. The supported CC is responsible for determining and validating the requirements necessary to support the mission. Enclosure B outlines the IA process described below.
- (1) The joint task force (JTF) commander or supported CC will document the requirements to support the mission in the form of a JMD with the information and format provided in Enclosure C for new IA positions. The supported CC will forward the JMD, along with specific reporting instructions (Enclosure D), and desired report date for each position, to its Service component commands to fill. The Service component will report to the supported CC what personnel from their commands will fill positions on the JMD. The Service components will request individuals per their respective Service policies. The supported CC will then send the JMD to the JS, J-1, for prioritization and sourcing of any unfilled positions. The supported CC should estimate the duration of the position in the remarks of the JMD.
- (2) Upon receiving the validated JMD from the supported CC, the JS will start the prioritization and sourcing review process. The JS, J-1, will be responsible for coordinating the process. During the first phase of the process, the validated JMD are sent to the Service headquarters and supporting CC to identify potential sourcing options. JS, J-3, will review the JMD positions to ensure a unit or units cannot provide same capabilities. JS, J-5, will establish the current global priorities. The Services and supporting CC should identify personnel to source the JMD positions and report back to the JS, nominally, with in 7 days.
- (3) If sourcing solutions cannot be identified for all the JMD positions, then the JS, J-1, will initiate the second phase of the JS prioritization and sourcing review process by convening a sourcing board within 7 days. The sourcing board will consist of representatives from JS, J-1, J-3, J-5 and other JS functional experts based on the nature of the JMD (i.e., J-2 for Intelligence positions), each Service, the supported CC, and the supporting CCs. The JS, J-5, will identify the priorities of different operations globally on the basis of the National Strategy. The JS, J-3, will review the positions for duplicative

capabilities that may be in theater and assist in prioritizing operational needs, if necessary. The sourcing board will review positions in question to determine if another Service, supporting CC or DOD agency can better source the position. The sourcing board will try to impartially arbitrate an acceptable sourcing solution between all members of the sourcing board. The Services will provide the following information for positions not identified for sourcing to the sourcing board:

- (a) The number of authorized and assigned personnel in the required grade/skill within the Service inventory to include joint staffs/activities, combatant command staffs, Service HQ staffs, and the Reserve Component (RC), the National Guard (NG) and Defense agencies (identified by CC, agency, etc.)
- (b) An explanation why the RC, NG, IRR or DOD civilian is not being considered or tasked (if applicable).
- (c) The number of other operational positions currently assigned (conflicting taskings), the conflicting tasking originator; and the date/time of the conflicting tasking message(s).
- (4) The goal of the JS prioritization and sourcing review process is to develop a sourcing solution for the supported CC's JMD within 21-30 days of receipt by the JS. The process may result in one of the following situations:
- (a) An uncontested sourcing solution for all the positions on a supported CC JMD developed during phase one. In this situation, the JS will release a message outlining the sourcing solution agreed to by all parties involved.
- (b) The sourcing board forwards a sourcing solution for all the positions on the supported CC JMD to the Chairman of the Joint Chiefs of Staff (herein after referred to as the Chairman). If all parties agree to the solution then the Chairman will release a message outlining the sourcing solution. If any of the representatives do not concur, the disputing Service may formally nonconcur to the recommended sourcing solution, with comments outlining the justification for the nonconcurrence to the Chairman within 2 working days after the completion of the board. The Chairman may forward the recommendation to the Secretary of Defense for final resolution.
- (c) The sourcing board recommendation is a sourcing solution that does not source all the supported CC JMD positions to the Chairman. If any of the representatives do not concur, the disputing representative may formally nonconcur to the recommended sourcing solution, with comments outlining the justification for the nonconcurrence to the Chairman within 2 working days

after the completion of the board. The Chairman may forward the recommendation to the Secretary of Defense for final resolution.

- (5) Service headquarters will initiate movement of approved IA personnel to meet the requirements contained in the reporting instructions from Enclosure D to ensure the IA arrives at the supported command by the requested date.
- b. <u>Crisis Response Situations</u>. The supported CC should task IA positions initially to theater Service components and generally should take no longer than 72 to 96 hours to report to the deployed duty location. For positions that cannot be sourced from in theater, the JMD should be sent to JS, J-1, and the positions sourced as outlined above. Realistic expectations are approximately 21-30 days for an IA to report to the deployed duty location. In no case, should it take longer than 45 days for an IA position to be filled in a crisis response situation.
- c. <u>Continuing Requirements/Revalidation</u>. The supported CC will be responsible for reviewing and revalidating JMD positions at least every six months. If JMD positions are still required and validated, they will continue to be filled as previously assigned. The JS prioritization and sourcing review process can be used in situations where relieving personnel cannot be identified, for instance high demand/low-density (HD/LD) skills.
- d. <u>Special Operations Forces (SOF)</u>. JMD positions for SOF skills are processed using the procedure above, except the positions are passed through the theater special operations command (TSOC). For crisis response situations, the supported CC can pass the JMD positions directly to their TSOC. USSOCOM will be the supporting CC for all SOF positions and skills.
- (1) SOF positions (both active and reserve) include only those designators for Army Special Forces (18X), Army Special Operations Aviation (K4), Civil Affairs (38A, 39C), Psychological Operations (37F, 39A, 39B), 75th Ranger Regiment personnel, Navy SEALS (113X, 5326), Air Force Special Operations Pilots and Navigators (11S/12S), Air Force Special Tactics (1C2, 13D), and Air Force Special Weather (J1WO, J15W).
- (2) Non-SOF IA skilled positions to support the TSOC should be validated and requested through the supported CC, as defined previously. Neither the TSOC, nor USSOCOM, can be tasked to provide non-SOF skilled personnel.
- 2. <u>IA contributions to Multinational (MN) Organizations</u>. MN positions are sourced as described above. However, the Secretary of Defense, through the Chairman, approves US Force contributions and tasks the appropriate CC to

employ forces. The JS will validate the MN requirements within 30 days of receipt and forward the tasking to the appropriate CC. The CC will then be responsible for tracking and accounting for IAs as described previously.

- 3. <u>Procedures for UN or Multilateral Observer IA</u>. The Secretary of the Army is the Executive Agent for all UN or Multilateral IA positions. The Secretary of the Army's designated agent is responsible for developing and maintaining the JMD for UN or Multilateral IA positions as defined in the process above.
- 4. <u>Notes and Remarks for JMD Positions</u>. The following notes and remarks apply to JMD positions.
- a. Official communication for IA positions between the CCs, Military Services, JS, and DOD agencies will be in message format and classified to the lowest level possible (Enclosure D). Coordination is encouraged via NIPRNET and SIPRNET to the furthest extent possible to reduce delays in reporting.
- b. The supported CC retains responsibility for providing detailed and accurate funding guidance for the force providers (including supporting CCs, joint activities, and DOD agencies) to follow.
- c. The supported CC has an obligation to ensure all validated IA positions are mission specific and essential to support the President of the United States or SecDef-directed or approved operations; and are not used for filling permanent manning shortfalls. The CC validation process for the proposed JMD should include but be not limited to:
  - (1) Elimination of requirements needed for non-essential functions.
- (2) Elimination of those requirements that will establish duplicative stovepipe organizations or functions within the theater.
- (3) Ensure maximum use of reach back, contractors, and centralized joint organizations (e.g., regional contracting and intelligence centers).
- d. IA tour extensions for all mission-related reasons are subject to the concurrence of the Service or supporting agency. However, the supported CC may involuntarily extend IAs beyond their expected tour completion date. JFTR, U2145, limits the period an individual may be assigned TDY at one location, not to exceed 179 days. The CC commander and deputy commander have the authority to waive this requirement, but the authority may not be delegated. It is the responsibility of the supported CC to notify the Service component and JS, J-1, of involuntary extensions prior to the effective date via message released by a general or flag officer. An exception to this is RC Service members mobilized under Title 10, USC, section 12302, who can not be

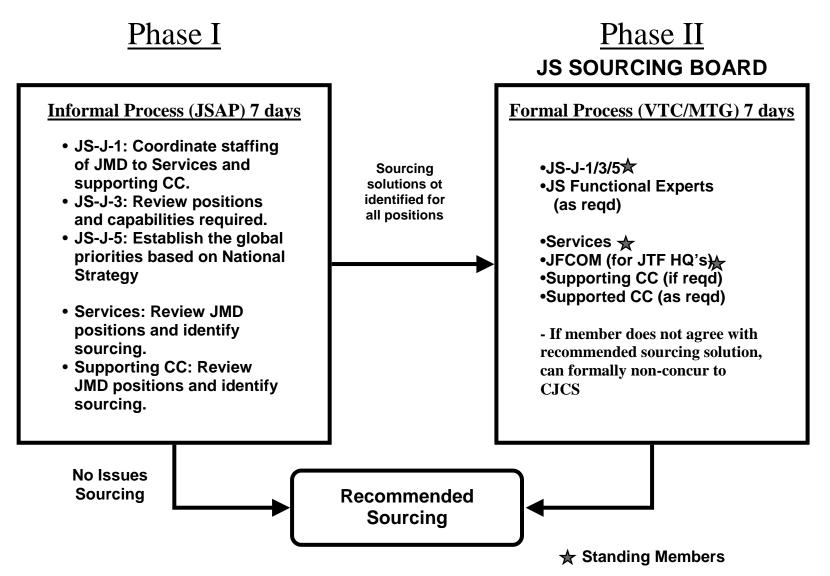
extended past the date of their orders without approval from the parent Service and in no case past 24 months; or section 12304, who cannot be extended past 270 days total activated time (this includes time to redeploy and be deactivated). Allowances must be made for the RC Service member to redeploy, out process, travel to their home of record, and use (or be compensated for) accrued leave per Service policies. RC members who perform IA duties in a voluntary status (e.g., Active Duty Special Work (ADSW)) may not be involuntarily extended.

- e. Supported CCs and Service headquarters are required to track IAs and report status by the 5th of each month to JS, J-1, in the sample format provided at Enclosure E, until the new electronic Joint Manpower and Personnel System (eJMAPS) comes online. CCs are requested to update the JS, J-1, on any changes to the Command/Organiztion block on the worksheet in Enclosure E; all permanent and temporary activities should be listed.
- f. Early return/release of an IA for essential reasons (medical, family emergency, etc.) does not change the deployment timeline for the replacement unless circumstances require an out-of-cycle relief. Time remaining on tour and position criticality must be considered before requiring mid-cycle relief. The supported CC will work with the deployed command and the JS, J-1, to find and deploy a replacement (if one is required) with minimal gap in the deployed position.
- g. At the discretion of the Service, use of RC, National Guard (NG), Individual Ready Reserve (IRR) and DOD civilian personnel is acceptable, when the IA meets the supported CC's tasking requirements for the position. If RC assets are tasked, the Service will provide the man-days, travel, and per diem funding needed to deploy the individual (unless specified otherwise). If IRR assets are tasked, a minimum of 45 days will be required for IRR assets to report, in process, train and travel.
- h. In situations involving HD/LD skills or skill sets generic to the Services (e.g., chaplains, intelligence, linguists), when practical, the supported CC will consider establishing a rotation plan among the supporting Services.

**ENCLOSURE B** 

## INDIVIDUAL AUGMENTATION PROCESS **President or SecDef Approved Operations** Supported CC or JTF Determine Requirements, Draft JMD CC Source from **Supported CC** Service **Theater SVC Components** Validate JMD Component (Crisis Response fill 72-96 hrs) **JS Prioritization** And JS J1/3 **Sourcing Review IA Positions Sourced CJCS SecDef** B-1 **Enclosure B**

#### JOINT STAFF PRIORITIZATION AND SOURCING REVIEW PROCESS



B-2 Enclosure B

## ENCLOSURE C

## JOINT MANNING DOCUMENT FORMAT

А	В	С	D	Е	F	G	Н	I	J	K
Combatant Command	Activitiy	Work Center (Para)	Line Number	Billet Description	Grade	CLRNC	Skill MOS-Desig	Service	Approval Date	LAD
USCENTCOM	HQ	J/C-1			O6	TS		USN		ddmmmyy
USEUCOM	CJTF-X	J/C-2			O5	S		USAF		
USJFCOM	OJF	J/C-3			04	TSSCI		USMC		
USNORTHCOM		J/C-4			E7			USN	LEAVE	
USPACOM		J/C-5			E6			USAR	BLANK	
USSOCOM		J/C-6			E5			USAFR		
USSOUTHCOM		J/C-7			GS15			USMCR		
USSTRATCOM		J/C-8			GS14			USNR		
USTRANSCOM		Operation			Cont			COAL		
		Other			Other					

L	М	N	0	Р	Q	R	S	Т	U
Last Name	First Name	SSN	Actual Grade	Actual Service	Source	Actual Skill MOS-Desig	Date Reported	Rotation Date	Remarks
Gish	Joe	111-11-1111	O6	USN	COMSUBLANT	1120	ddmmmyy	ddmmmyy	
Doe	John		O5	USAF	MOB RES				
			04	USMC	ADSW Res				
			E7	USN					
			E6	USAR					
			E5	USAFR					
			GS15	USMCR					
			GS14	USNR					
			Cont						
			Other						

C-1 Enclosure C

- COLUMN "A" This column identifies the UNIFIED COMMAND / ORGANIZATION that is responsible for establishing the JMD. A key should be provided similar to the one below on a separate worksheet.
- COLUMN "B" This column identifies the specific OPERATION or CJTF or Activity the IA organization will be supporting. A Key should be provided on a separate worksheet. Limit to 7 Characters
- COLUMN "C" This column identifies the specific work center the IA position will be supporting. A Key should be provided on a separate worksheet. Limit to 5 Characters
- This column is the LINE NUMBER that identifies a specific position within either the DIVISION or the COLUMN "D" DIRECTORATE. Format 0001, 0002 (precede the number with a ' to force field to be "text" field (this allows leading zeros))
- COLUMN "E" This column contains specific BILLET DESCRIPTION information. Should be clear enough to infer skills required and duties involved.
- COLUMN "F" This column identifies the equivalent GRADE required to fill the position. Positions described by O, E or GS. Followed by a number (no dash or slash /). If grade is a multiple use a dash (-) ex E4-E5, GS14-15.
- COLUMN "G" This column identifies the clearance requirement for the position. No clearance required N/A, SECRET S, TOP SECRET TS, TOP SECRET/SCI TSSCI
- This column identifies the SKILL required or Service-specific Military Occupational Specialty (MOS) or COLUMN "H" Designator (DESIG) code required to fill the position.
- COLUMN "I" This column identifies SERVICE required to fill the position, if the position is for a Coalition force use COAL. If specific Service does not matter enter MIL. Limit to 5 characters.
- COLUMN "J" This column is the actual APPROVAL DATE of the position by SecDef, leave blank, will be filled in by JS-J1.
- COLUMN "K" This column is the Latest Arrival Date "LAD"; fill the block with the following format, ddmmmyy.

C-2 Enclosure C

- COLUMN "L" This column is the "Last Name" used to identify any by name requests (upon initial submission), and serves as a tracking tool while an organization is standing up.
- COLUMN "M" This column is the "First Name" used to identify any by name requests (upon initial submission), and serves as a tracking tool while an organization is standing up.
- COLUMN "N" This column is the "SSN" used to identify any by name requests (upon initial submission), and serves as a tracking tool while an organization is standing up.
- This column is used to identify the actual "Grade" of any by name requests (upon initial submission) and serves COLUMN "O" as a tracking tool while an organization is standing up. Positions described by O, E or GS. Followed by a number (no dash or slash /). If grade is a multiple use a dash (-) ex E4-E5, GS14-15.
- This column is used to identify the actual "Service" of any by name requests (upon initial submission) and COLUMN "P" serves as a tracking tool while an organization is standing up. If the position is for a Coalition force use COAL. Limit to 5 characters.
- COLUMN "Q" This column contains the "SOURCE" of the IA filling the position. This is also known as the member's parent command. Limit 16 characters.
- This column is the "SKILL" or Service-specific Military Occupational Specialty (MOS) or Designator (DESIG) COLUMN "R" code used to identify any by name requests (upon initial submission), and serves as a tracking tool while an organization is standing up.
- COLUMN "S" This column is the actual "DATE REPORTED" of the member filling the position; fill the block with the following format, ddmmmyy.
- COLUMN "T" This column is the expected "ROTATION DATE" of the member filling the position; fill the block with the following format, ddmmmyy.
- COLUMN "U" This column is a free form REMARKS section for any specifics not covered in the preceding columns. For revalidation enter the IMPACT on mission accomplishment if this billet goes unfilled. Limit 255 characters.

C-3 Enclosure C

#### **ENCLOSURE D**

#### ESSENTIAL TASKING INFORMATION

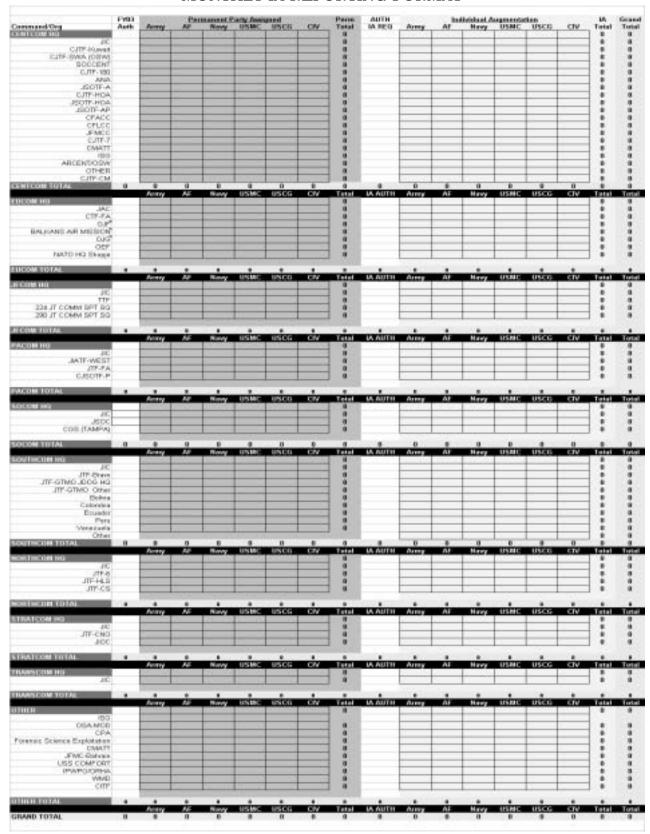
The following essential information is required (when applicable) for inclusion in all CC IA tasking messages:

- a. Supported Combatant Commander / Agency.
- b. Commands / Services / Agencies being tasked to provide IAs.
- c. Classification of operation.
- d. Applicable references.
- e. Positions by:
  - (1) Operation.
  - (2) Department.
  - (3) Division.
  - (4) Line number.
  - (5) Billet description/title.
  - (6) Grade.
- (7) Service-specific MOS-designator, include NOBC/NEC for Navy personnel identifiers.
  - (8) Security clearance required.
  - (9) Notes specific to arrival date.
  - (10) Other training, expertise desired.
  - f. Estimated tour length.
- g. Combatant command point of contact (POC) with phone number and email.
  - h. Country clearance requirements and POC.

- i. Reporting Instructions:
  - (1) Reporting location.
  - (2) Reporting POC.
  - (3) Reporting location phone number and/or email.
- (4) Equipment required (exercise organizational clothing, personal items).
- (5) Predeployment training requirements (exercise weapons qualifications, ROE, human rights.
  - (6) Medical screening qualifications and immunization requirements.
  - j. Funding source, cost-capture instructions for operation.
  - k. Per diem entitlements.
  - l. Messing and lodging availability.
  - m. Rental car authorization.

#### **ENCLOSURE E**

#### MONTHLY IA REPORTING FORMAT



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#### **ENCLOSURE F**

#### **REFERENCES**

- a. 10 USC 151, 153, 162, 164,167, 3031, 5031, 8031, 12301, 12302 and 12304
- b. Joint Pub 0-2, 10 July 2001, "Unified Action Armed Forces (UNAAF)"
- c. Joint Pub 1-02, 12 April 2001 (as amended through 5 September 2003), "Department of Defense Dictionary of Military and Associated Terms"
- d. Joint Pub 1-0, 19 November 1998, "Doctrine for Personnel Support to Joint Operations"  $\,$
- e. Joint Pub 3-0, 10 September 2001, "Doctrine for Joint Operations"
- f. Joint Pub 5-0, 13 April 1995, "Doctrine for Planning Joint Operations"

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